

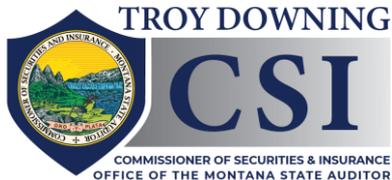


PROTECT.  
EDUCATE.  
GROW.

# 2025 Biennium Goals & Objectives

## 2023 Strategic Roadmap

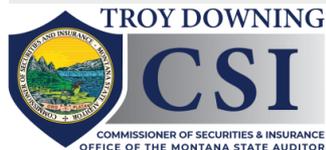
*committed to transforming today's vision into  
tomorrow's reality*



Since 2021, CSI has understood the importance of being accountable and transparent to the people of Montana. Annually, we identify priorities, strategies, and goals. We produce an Annual Report on agency accomplishments. We use well-defined metrics – coupled with this Annual Report process – telling the story of the great work this agency continues to produce.

## OVERVIEW OF 2023 AGENCY PRIORITIES AND STRATEGIES

<b>Legislative Effectiveness</b>	<b>Expanded Outreach</b>	<b>Legal; Prosecution &amp; Enforcement</b>	<b>Intra-Agency Efficiency</b> <small>operations   regulation and compliance</small>
<p>Build and execute a successful government relations strategy to protect consumers and foster a strong insurance and securities marketplace for Montanans through fair and efficient regulation</p>	<p>Deliver meaningful communication to educate, inform, and empower consumers and industry</p>	<p>Ensure adherence to state laws and regulations and hold bad actors accountable and advocate victim justice</p>	<p>Promote effective, efficient and transparent management and stewardship of state resources</p>
<ul style="list-style-type: none"> <li>• Work with legislators on their priorities to help protect consumers of securities and insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance agency’s online presence and information accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain CSI as the lead in white collar crime investigation and enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Assess agency desk-level policies and procedures and update as needed</li> </ul>
<ul style="list-style-type: none"> <li>• Promote CSI 2023 legislative agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver relevant consumer-focused training and education</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicate resources to handling enforcement actions in-house</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage and support process improvement opportunities</li> </ul>
<ul style="list-style-type: none"> <li>• Implement 2023 legislation impacting the CSI and conduct agency and stakeholder education</li> </ul>	<ul style="list-style-type: none"> <li>• Promote Montana as the captive domicile</li> </ul>	<ul style="list-style-type: none"> <li>• Support and promote CSI Financial Abuse Specialist Team (FAST) to protect seniors</li> </ul>	<ul style="list-style-type: none"> <li>• Expand market conduct oversight</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote State Trust Land stakeholder engagement</li> </ul>		<ul style="list-style-type: none"> <li>• Build and foster agency talent management</li> </ul>



## 2023 – Agency Priorities and Strategies

### Legislative Effectiveness

*Build and execute a successful government relations strategy to protect consumers and foster a strong insurance and securities marketplace for Montanans through fair and efficient regulation*

**Completed?**

**Notes**

- Work with legislators on their priorities to help protect consumers of securities and insurance
- Promote CSI 2023 legislative agenda
- Implement 2023 legislation impacting the CSI and conduct agency and stakeholder education
- Develop implementation plan for bills impacting agency based on bill effective dates and other key bill dates
- Prepare and deliver agency and stakeholder education



# 2023 – Agency Priorities and Strategies

## Outreach: Expanded, Effective, Informative

*Deliver meaningful communication to educate, inform and empower consumers and industry*

**Completed?**

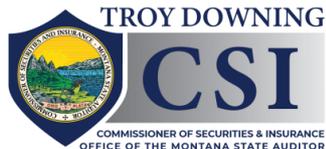
**Notes**

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|---|--|--|--|
| <ul style="list-style-type: none"> <li>Enhance agency’s online presence and ergonomics/information accessibility</li> </ul> | <ul style="list-style-type: none"> <li>Redesign website for optimal stakeholder experience – including value, quality, and content to drive awareness and engagement</li> <li>Enhance agency’s social media presence for greater visibility, engagement and effectiveness</li> </ul> |  |  |
|---|--|--|--|

- |  |  |  |  |
|--|--|--|--|
| <ul style="list-style-type: none"> <li>Deliver relevant consumer-focused training and education</li> </ul> | <p>Develop consumer/industry information, education and outreach using effective technology, media outlets, and resources on topics to include:</p> <ul style="list-style-type: none"> <li>capital formation</li> <li>financial fluency education (general, underserved, reservations and schools)</li> <li>investment advisor workshops</li> <li>investment education</li> <li>post-prosecution/enforcement insurance public awareness</li> <li>insurance producer education and insurance industry relations</li> <li>“Coffee with the Commissioner”</li> <li>2023 legislative opportunities and stakeholder engagement</li> <li>podcast/op-ed topics</li> </ul> |  |  |
|--|--|--|--|

- |   |  |  |  |
|---|--|--|--|
| <ul style="list-style-type: none"> <li>Promote Montana as a captive domicile</li> </ul> | <ul style="list-style-type: none"> <li>Participate in Montana Captives Insurance Association (MCIA)</li> </ul> |  |  |
|---|--|--|--|

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| <ul style="list-style-type: none"> <li>Promote State Trust Land stakeholder engagement</li> </ul> | <ul style="list-style-type: none"> <li>Increase statewide stakeholder engagement and awareness</li> </ul> |  |  |
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## 2023 – Agency Priorities and Strategies

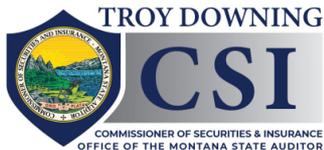
### Legal; Prosecution and Enforcement

*Ensure adherence to state laws and regulations and hold bad actors accountable and advocate victim justice*

**Completed?**

**Notes**

- |  |   |  |  |
|--|---|--|--|
| <ul style="list-style-type: none"> <li>Maintain CSI as the lead in white collar crime investigation and enforcement</li> </ul> | <ul style="list-style-type: none"> <li>Provide training presence at Montana County Attorneys Association</li> </ul>   |  |  |
| <ul style="list-style-type: none"> <li>Dedicate resources to handling enforcement actions in-house</li> </ul>                  | <ul style="list-style-type: none"> <li>Increase in-house legal representation in agency enforcement and prosecution</li> <li>Allocate agency resources</li> </ul> |  |  |
| <ul style="list-style-type: none"> <li>Support and promote CSI Financial Abuse Specialist Team (FAST)</li> </ul>               | <ul style="list-style-type: none"> <li>Created in 2022</li> </ul>   |  |  |



# 2023 – Agency Priorities and Strategies

## Intra-Agency Efficiency: operations | regulation & compliance

*Promote effective, efficient and transparent management and stewardship of state resources*

**Completed?**

**Notes**

- Complete bureau desk-level policies and procedures assessment; formalize documentation
- Each bureau to complete assessment of review of desk-level policies and procedures to create inventory of current documentation and documentation needed
- Develop to bureau schedule and timeline for review, drafting and finalization
- Create and maintain system for access and schedule for review

- Encourage and support process improvement opportunities
- Formulate bureau strategy to ensure agency fulfills its mission and charges:
  - Identify key agency operational activities and positions, including relevant knowledge, skills, abilities and competencies
  - Develop and maintain staff plan in support of short- and long-term bureau progression through mentoring, professional growth/training, and knowledge sharing

- Expand market conduct oversight

- Build and foster agency talent management
- Formulate bureau strategy to ensure agency fulfills its mission and charges:
  - Develop and maintain staff plan in support of short- and long-term bureau progression through mentoring, professional growth/training, and knowledge sharing

